

To care for, protect and make accessible historic preservation, archaeological and cultural resources for present and future generations is “an act of faith, an act of faith in the power of the human imagination to make ourselves whole, and in that wholeness, for a moment, holy. They are an affirmation of that portion of us that can be whole and holy, that will endure, that resists the acid of time, that overcomes the rush to ruin and decay, that in all other ways will always win.” A. Bartlett Giamatti, 1982

There are two major threats to historic preservation, archaeological and cultural resources—the slow and relentless, and the *swift and catastrophic*. This paper addresses the latter. The 2005 hurricane season provided overwhelming evidence that action must be taken immediately—

- to be better prepared,
- to take steps to mitigate potential damage, and
- to provide better response and recovery

from disasters of whatever magnitude, whether they be natural, e.g., flood, hurricane or manmade, e.g., malicious destruction, chemical and biological attacks, weapons of mass destruction).



Beauvoir House Before



Beauvoir House After

The Dealing with the Unexpected Panel of the Preserve America Summit offers six principal ideas for consideration and two other possibilities:

- I. Critical Information to Facilitate Access—Create a comprehensive inventory of our nation’s historic preservation, archaeological and cultural resources. (Two other possible initiatives are outlined under “Ideas for Consideration.”)
- II. Become Integral Part of Emergency Management—Better integrate historic preservation, archaeological and cultural resources into emergency management at the local, state, tribal and Federal levels.
- III. Mitigation Efforts to Prevent or Reduce Damage—Integrate historic preservation, archaeological and cultural resources into state, tribal and local mitigation strategies.
- IV. Prompt and Coordinated Onsite Response—Establish a cohesive web-based information network for professional preservationists, archaeologists and other trained volunteers to coordinate response to a disaster.
- V. Immediate Stabilization & Continuing Operations—Develop funding mechanisms for support for immediate stabilization and encourage continuity of operations plans for historic preservation, archaeological and cultural resource organizations.
- VI. Review Legal Requirements to Improve Preparedness, Mitigation, Response and Recovery—Examine existing legislation and regulations governing historic preservation, archaeological and cultural resources to facilitate their preservation in the event of a disaster and make recommendations for improvements.

Expert Panel Focus and Methodology

Co-Chairs:

Federal Agency

- David Maurstad, Director, Mitigation Division and Federal Insurance Administrator, Federal Emergency Management Agency

Non-federal partner

- Lawrence Reger, President, Heritage Preservation

Expert Panelists:

- Brenda Breaux, Chief Deputy City Attorney, City of New Orleans Law Department
- Robert Collins, Deputy State Historic Preservation Officer, Louisiana Department of Culture, Recreation, and Tourism
- Joan Exnicios, River Navigator, Lower Mississippi American Heritage River and Acting Chief of the Natural and Cultural Resources Analysis Section US Army Engineer District, New Orleans
- Andrew Ferrell, Chief, Architecture & Engineering Program, National Center for Preservation Technology and Training (NCPTT), National Park Service
- Frederick Gaske, Director, Division of Historical Resources, Florida Department of State and State Historic Preservation Officer
- John Hildreth, Director, Southern Office, National Trust for Historic Preservation
- Tim Lovell, Public Private Program Manager, City of Tulsa Mayor's Citizen Corps and Executive Director, Tulsa Partners, Inc.
- Ruth Mascari, AICP, Senior Planner, Maryland Department of Planning
- Deidre McCarthy, Historian/GIS Specialist, Cultural Resource GIS Facility, Heritage Documentation Programs Division, National Park Service
- Brian Robinson, Vice President, Association for Preservation Technology and Professor, Historic Preservation, Savannah College of Art and Design

Facilitation and Staff:

- Craig Wingo, Senior Policy Advisor to the Director of Mitigation, Mitigation Division, Federal Emergency Management Agency
- John Ketchum, Historic Preservation Officer, Federal Emergency Management Agency
- Martha Catlin, Historic Preservation Specialist, Advisory Council on Historic Preservation
- Jane Long, Director, Heritage Emergency National Task Force, Heritage Preservation
- Mary Rogers, Program Consultant, Heritage Preservation
- Diane Mossholder, Communications Manager, Heritage Preservation
- Jimena Rojas, Assistant to the President, Heritage Preservation

Panelists, chairs, and staff met for a pre-Summit forum on August 28, 2006, in Washington, D.C. from 9:30am to 4:00pm. Before the meeting, panelists were given background information about the Preserve America summit, website resources provided by the Advisory Council on Historic Preservation, an agenda, and the publication “Disaster Planning for Florida’s Historic Resources,” which was used as a guide for the discussion.

(www.1000friendsofflorida.org/PUBS/HistoricalDisater/1000%20Friends%20Book.pdf)

Three panelists were unable to travel to the forum and instead joined the discussion via conference call. The forum convened at 9:30am with a viewing of remarks about Preserve America from First Lady Laura Bush. Panelists then spent the day discussing issues and ideas for consideration to address the issues. Several days after the forum, a draft summary was circulated to the panelists for approval and was then sent to the Advisory Council for Historic Preservation. A draft of the panel’s ideas for consideration was then distributed, with two panelists per idea asked to take responsibility for expanding and editing specific ideas. Panelists communicated by phone and email, and also had the option of using a Web based discussion forum created by NCPTT.

Findings

Disasters of Whatever Scope or Nature Need to be Taken into Account

It can not be emphasized too much that each idea presented for consideration by the Dealing with the Unexpected Panel for the Preserve America Summit is intended to be applicable to natural disasters (e.g., flood, fire, hurricane and earthquake) and manmade disasters (e.g., malicious destruction, chemical and biological attacks, weapons of mass destruction) of whatever scope. Therefore, it is important that historic preservation, archaeological and cultural resource organizations take the initiative to engage emergency management and homeland security agencies, and first-responders at all levels in efforts to protect historic preservation, archaeological and cultural resources from disasters. Historic preservation, archaeological and cultural resource organizations can also provide valuable assistance to emergency management and homeland security agencies, and first-responders in carrying out their missions.

Heritage Disaster Network

The overarching goal should be to establish a nationwide multi-jurisdictional (local, county, state, regional, tribal & national) Heritage Disaster Network promoting preparedness, mitigation, response and recovery. A robust and ongoing commitment at the local level is essential to achieving the goals of the Dealing with the Unexpected Panel. Small incentive grants can be useful in stimulating action at the local level.

Each Disaster is Different

Lessons learned from other disasters are important, however, each disaster has its own “character,” so flexibility must be integral to emergency preparedness and response strategies.

Historic preservation, archaeological and cultural resources are economically important to communities. They attract tourists, produce jobs, generate tax revenue and make our communities more livable. There will be a negative economic impact if there is damage to or destruction of these resources as a result of a disaster as was so dramatically demonstrated by the 2005 hurricane season.

Heritage Tourism

- In the year 2000 more than \$3.7 billion was spent by tourists visiting historic sites in Florida. (“Disaster Planning for Florida’s Historic Resources,” published May 2006, by Florida Division of Historical Resources, et al., p.3.)
- In one year, direct and indirect expenditures by heritage tourists in Colorado reached \$3.1 billion (ACHP website.)
- Approximately 2.7 million heritage visitors travel to South Carolina destinations annually. (“Report of the Governor’s Task Force on Historic Preservation and Heritage Tourism”, November 2000.)
- Eighty-one percent of the 146.4 million U.S. adults who took a trip of 50 miles or more away from home in the past year can be considered cultural heritage tourists. Compared to other travelers, cultural heritage tourists spend more: \$623 vs. \$457 and travel longer: 5.2 nights vs. 3.4 nights. (Source: Travel Industry Association of America and Smithsonian Magazine, The Historic/Cultural Traveler, 2003 Edition.)
- In 2004, according to the U.S. Department of Commerce, there were over 10.6 million overseas visitors who participated in cultural and heritage tourism activities while within the country. The average overseas cultural and heritage tourism traveler visits the country for over 19 nights as compared to 16 nights for all overseas travelers. (U.S. Department of Commerce.)

Employment

- In the year 2000, historic preservation activities in Florida resulted in more than 123,000 jobs. (“Disaster Planning for Florida’s Historic Resources,” published May 2006, by Florida Division of Historical Resources, et al., p.3.)
- Since 1981, rehabilitation activities in Colorado have created almost 29,000 jobs and generated a total of over \$2 billion in direct and indirect economic impacts. Even more impressive, in a single recent year heritage tourism in Colorado created \$3.4 billion in direct and indirect economic impacts

and another 60,964 jobs throughout the state. (The Economic Benefits of Historic Preservation in Colorado: 2005 Update. (Colorado Historical Foundation.)

- In South Carolina spending on heritage tourism directly impacts 13,570 jobs. (“Report of the Governor’s Task Force on Historic Preservation and Heritage Tourism”, November 2000.)

Increased Spending in Communities and Additional Tax Revenue

- More than \$3.7 billion was spent by tourists visiting historic sites and more than \$657 million in state and local taxes were generated in Florida in 2000. (“Disaster Planning for Florida’s Historic Resources,” published May 2006, by Florida Division of Historical Resources, et al., p.3.)
- Heritage tourists spend an estimated \$581 million annually in South Carolina., which contributes \$48 million in local and state taxes. (“Report of the Governor’s Task Force on Historic Preservation and Heritage Tourism”, November 2000.)
- Historic preservation activities generate more than \$1.4 billion of economic activity in Texas each year. (ACHP website.)
- Each dollar of Maryland's historic preservation tax credit leverages \$6.70 of economic activity within that State. (ACHP website.)

More Livable Communities

- Preservation benefits downtowns and commercial areas. Examples throughout the country show that historic preservation is a useful economic development strategy and often a key factor in enhancing property values. The 2001 Colorado study showed this to be true in predominantly residential historic districts. This 2004-05 study focuses on Colorado’s business and commercial areas, where historic preservation can help communities reuse public infrastructure, maintain a sense of community and place, and support locally owned businesses, thus keeping downtown investment dollars within the community. As an example, eight Colorado Main Street communities have attracted considerable private investment since 2001, totaling over \$21.5 million in their downtown districts. (Colorado Historical Foundation.)
- Besides stimulating businesses and creating jobs, heritage tourism also brings intangible benefits. Efforts to make a community attractive to tourists also make it more attractive for residents. In addition, a community’s sense of its own value and its sense of place are rediscovered in the process of developing a market for heritage tourism. (“Report of the Governor’s Task Force on Historic Preservation and Heritage Tourism”, November 2000.)

I. Critical Information to Facilitate Access—Create a comprehensive inventory of our nation’s historic preservation, archaeological and cultural resources. In the event of an emergency at any scale, local, state, tribal and Federal agencies must quickly gather data that relates to known and potential historic preservation, archaeological and cultural resources. The majority of data relating to the presence or absence of these resources is gathered from local sources such as State and Tribal Historic Preservation Offices, certified local governments and local historic preservation organizations. In order to combine all of these data sources with Federal data sources, all of the cultural resource management agencies should be using the same standards for the representation, distribution and use of this critical information, to create a comprehensive inventory of our significant resources

- a. Establish or upgrade digital geographic information systems (GIS) inventories of all historic preservation and cultural resources at state, local, tribal and Federal repositories to insure the accessibility of the data to a broad audience, in the most efficient manner in the event of an emergency. A first priority is to assess what inventories exist currently, what GIS needs to be established or modified, and how various inventories can be encouraged to utilize uniform methods for access.
- b. Obtain consensus of local, state, tribal and Federal governments, as well as professional organizations on data standards. Utilize the National Park Service (NPS) draft cultural resource spatial data standards mandated by OMB Circular A-16 to ensure uniformity of data quality, data delivery and data integration among those agencies or entities responsible for preparing and updating inventories, in order to insure expedited emergency response for historic preservation, archaeological and cultural resource protection. A second priority is to assess existing spatial data for accuracy and insure a process for quality control or ground-truthing of location information is a part of the GIS inventory process at all levels.
- c. Provide adequate protection for sensitive locational and descriptive information contained within cultural resource inventories. Develop consensus among local, state, tribal, Federal and professional cultural resource organizations regarding the suitability of the release of sensitive information and develop a hierarchy of those individuals who should receive access to sensitive information in an emergency situation. Safeguarding the sensitive data should include establishing policies regarding when detailed locational information or descriptive information can be released. Additionally, safeguarding sensitive data should include establishing policies regarding the creation of different scales of data to be released for different purposes, delivering the most critical information to those who need it, in the most efficient methods to expedite emergency response.
- d. Provide training and education to historic preservation and cultural resource professionals regarding the technological tools available to them through GIS and global positioning systems (GPS). This would include how to complete individual property entries with accurate GIS information; work with digitally accessible inventory systems to update and locate historic preservation and cultural resources. Training at the local level is especially important. Historic preservation professionals on the ground, in an emergency, must be able to participate meaningfully in the cultural resource data standard creation and implementation process in addition to being able to use the data product to respond appropriately in an emergency.

Benefits: Prompt and reliable information will be available about our country’s historic preservation, archaeological and cultural resources for emergency planning, mitigation, response and recovery, as well as for other purposes that will benefit government agencies at all levels, and non-government organizations. Having immediate and easy access to cultural resource data at all levels of government will greatly speed the ability of responders to comply with regulations such as Section 106 of the National Historic Preservation Act, or the National Environmental Protection Act. Additionally, having digital, accessible information on these resources will greatly assist local community planning efforts, and further applies to historic and non-historic resource management issues throughout government and non-government organizations

Responsible parties: Principally NPS and the State Historic Preservation Officers (SHPOs), Tribal Historic Preservation Offices (THPOs), and Federal land holding agencies, in collaboration with other interested groups.

Incentives/Funding: A fund contributed to by all Federal Agencies or special appropriation administered through NPS of \$5 million per year for 5 years.

Time frame: Five years beginning in the Federal FY 2007 or 2008.

Critical Information & Access—Other possible initiatives

Ethnographic and cultural landscape documentation.

Benefits: Will assist a community in its efforts to recover or, if areas are destroyed, ensure that an enduring record of often intangible cultural resources will be available for future generations.

Responsible parties: One or more historic preservation or cultural resources organizations should pursue collaboration with sociology and architecture departments of higher education institutions. Ph.D. students can be an important resource for accomplishing this effort. Additionally, cultural resource professionals should look to the National Park Service Ethnography and Archaeology Divisions for examples in how to find, document and inventory these unique resources.

Documentation of one or more pilot projects could provide a model and incentive for others to undertake this kind of activity.

Incentives/Funding: The collaboration of the historic preservation and cultural resources communities with sociology departments could be attractive to community foundations and businesses.

Time frame: Once a sponsor has been identified, 24 to 36 months to complete a pilot project and disseminate the results, which would include a “how to” section.

*Historic property/homeowner identification registration—*Obtain permission, in case of a disaster, authorizing entry onto owner’s property [1] to survey and assess for National Register eligibility or [2] if property is to be demolished, allow architectural features to be salvaged. The possibility of engaging support of other government agencies, such as Tax Assessor, should be explored. (Donor organ programs are a useful model.)

Benefits: Expedite access for assessment and salvage of historic resources.

Responsible parties: Propose this concept through various forums, such as publications of and sessions at the National Trust for Historic Preservation, NCSHPO and NTSHPPO annual meetings as a way of identifying groups willing to undertake one or more pilot project to determine the feasibility of this effort. If successful, promote it to others.

Incentives/Funding: Promote the benefits of being a “national demonstration” project that can attract private and public sector funding.

Time frame: Have at least two presentations by publication or meeting to generate interest within 18 months and one pilot project underway within 24 to 36 months.

II. Become Integral Part of Emergency Management—Better integrate historic preservation, archaeological and cultural resources into emergency management at the local, state, tribal and Federal levels.

Historic preservation and cultural resources concerns are often not well integrated into current disaster planning. In order for historical, archaeological and cultural resources to be better protected and their needs addressed in times of disaster, it is essential that historic preservation and cultural resource agencies be involved as an integral part of emergency management planning. By providing their expertise, the historic preservation and cultural resources community can be of assistance to emergency management agencies in their training, education and other preparedness activities, as well as in response and recovery.

Benefits: The historic preservation, archaeological and cultural resources community can learn what is needed to address and be part of a coordinated disaster response and recovery effort. Those responsible emergency management personnel will have additional expert staff and resources. There was general agreement at both Preserve America Summit panel sessions that it is more likely that emergency management personnel and first-responders will be amenable to the needs of our community, if they have had an opportunity to get to know historic preservation, archaeology and cultural resources personnel before a disaster.

Responsible Parties: Federal Level – urge FEMA, ACHP, SHPOs, THPOs, State Emergency Management Agencies and other interested groups to meet at least quarterly and following any significant disaster event to review and revise procedures and plans. State and Tribal Level - NCSHPO and NATHPO to survey members to assess current relationships with state emergency management agencies. Local Level - Local emergency management agencies will become cognizant of local

landmarks and, archaeological and cultural resources through an established rapport with their local historic preservation and cultural resources community.

Incentives/Funding: Support a case study to establish a Technical Advisory Committee (TAC). The TAC would include structural engineers, architects, property owners, building code officials, insurance industry representatives, and representatives of manufacturers and testing laboratories. The purpose of the TAC would be to better integrate historic preservation into emergency management agencies by providing guidance to these agencies regarding mitigation needs of historic structures. This would be accomplished by developing a manual detailing the issues of historic resources and disaster planning, specific mitigation techniques that can be applied to historic structures, and funding opportunities such as hazard mitigation grant program funds to accomplish mitigation improvements. FEMA's "Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning; State and Local Mitigation Planning, How-to-Guide" is an excellent resource. [FEMA 386-6 (hard copy) or FEMA 386-6 CD (CD-ROM)]. The manual would be distributed to state, tribal and local government emergency management agencies as well as other interested parties. Florida would be an excellent state to undertake this kind of project. Its publication "Disaster Planning for Florida's Historic Resources" demonstrates its capability to undertake such an endeavor. It is estimated that the cost could be as much as \$300,000. Since the Preserve America Summit: Florida is establishing a TAC per the above outline that will be a demonstration project that others can benefit from.

Time frame: After support has been secured, establish the TAC and produce preliminary report and disseminate it on a limited basis within 12 months; prepare the manual for distribution to emergency management agencies and other organizations within 24 months

III. Mitigation Efforts to Prevent or Reduce Damage—Integrate historic preservation, archaeological and cultural resources into state, tribal and local mitigation strategies resources. Mitigation measures help to avoid destruction or minimize damage from hazards to irreplaceable historic preservation and cultural resources of a community. The report "Natural Hazard Mitigation Saves: An Independent Study to Assess the Future Savings from Mitigation Activities" concluded that a dollar spent on mitigation saves society an average of four dollars. It was authored by the Multihazard Mitigation Council (MMC) of the National Institute of Building Sciences (NIBS.) Mitigation clearly saves money in the long run.

Benefits: Historic preservation and cultural resources will be better able to withstand damage from a disaster. Also, by being part of a community's or state's disaster mitigation planning and implementation, historic preservation and cultural resources will be part of the emergency management and first-responders team, which will benefit them when a disaster does happen.

Responsible parties: [1] Identify at least two local jurisdictions that are willing to serve as models and work with them to develop a comprehensive mitigation strategy and begin implementation. Tulsa, OK, which has active public-private partnerships in multi-hazard mitigation as well as significant historic properties and cultural resources is an excellent model. The following organizations have made a commitment to stimulating their constituents to develop and implement mitigation strategies for historic properties and cultural resources: Heritage Preservation, Tulsa Partners, Inc. and additional partners to be identified. [2] Encourage local, state, tribal and national registers of historic properties to include documentation of what emergency planning and mitigation efforts have been undertaken. [3] National historic preservation and cultural resource service organizations should feature the mitigation measures in publications and meetings. These could include examples of what others have done, as well as resources that will stimulate others. Case studies such as Sarasota County described in "Disaster Planning for Florida's Historic Resources" could be featured. FEMA's "Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning; State and Local Mitigation Planning, How-to-Guide" is an excellent resource. [4] Encourage federal, state, tribal and local entities develop historic preservation and cultural resource layers to multi-hazard GIS modeling tools such as HAZUS to facilitate historic and cultural resource mitigation planning. HAZUS is a risk assessment software program for analyzing potential losses from floods, hurricane winds and earthquakes. <http://www.fema.gov/plan/prevent/hazus/index.shtm> [5] Federal agencies involved in mitigation should research and where appropriate develop benefit cost analysis tools for key mitigation activities relative to historic properties and cultural resources in extremely vulnerable areas.

Incentives/Funding: [1] Explore local funding sources. Work with local, state and tribal agencies responsible for comprehensive mitigation plans to include historic properties and cultural resources into their plans and into their applications to FEMA for a hazard mitigation (HMGP) grants and/or predisaster mitigation (PDM) grants. Explore designating a small set aside of HMGP planning funds that could be used for incorporating historic properties/cultural resources into mitigation plans. [2] Develop recommended questions to be used by agencies responsible for granting register status to historic properties, including criteria that will ensure eligibility for Federal funds to implement mitigation measures, and promote adoption of these. Support of at least \$75,000 will be required. [3] Encourage FEMA to host community workshops to discuss the principles in FEMA’s “Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning; State and Local Mitigation Planning, How-to-Guide”.

Time frame: [1] Have at least two communities with completed mitigation plans and some steps taken to implement them within 18 months. Then raise the additional needed funds, identify lead coordinating organization and fully implement the plans within two to three years. [2] Within 18 months, have at least four articles and/or meeting sessions about the importance of a comprehensive mitigation strategy for a community’s historic preservation and cultural resources. [3] Fund a demonstration project which integrates historic preservation and cultural resource layers into a multi-hazard mitigation plan utilizing the HAZUS risk assessment technology.

IV. Prompt and Coordinated Onsite Response—Establish a cohesive web-based information network for professional preservationists, archaeologists and other trained volunteers to coordinate response to a disaster.

[1] Develop standard forms for surveying after a disaster. The forms should take into account “**I. Critical Information to Facilitate Access,**” including GIS. (See p. 6.) above. Provide training on an ongoing basis about how to complete the forms.

[2] Identify the professional capabilities of those willing to volunteer when they are needed to respond to a disaster. Consideration should be given to identifying volunteers who are willing to assist in the immediate aftermath of a disaster as well as over the long-term.

[3] Establish a uniform system that is kept up to date for both [1] and [2] so they can be easily accessed for onsite work and archived for future analysis. The information should be digital and transferable to a web-based format for accessibility.

[4] Implement strategies for an effective network that includes the Natural, Cultural and Historic component of ESF-11 to improve communications and coordination with [a] emergency management agencies and first-responders, [b] those impacted by a disaster and [c] related support organizations, e.g., in the case of broad regional disaster like Katrina, AIA, APT, NCPTT, National Trust, SHPOs, THPOs, Heritage Emergency National Task Force, etc.

[5] Using the above will facilitate the deployment of volunteers with the needed expertise. Priority should be given to selecting those coming from as close to the disaster area as possible.

Benefits: This will permit historic preservation and cultural resources groups to convey information to emergency management agencies and first-responders in a format with which they are familiar and help ensure that historic preservation and cultural resources are appropriately recognized as important to the fabric of their community, state and nation.

Responsible parties: AIA, APT, NCPTT, National Trust, SHPOs, Heritage Emergency National Task Force form a working group to define the strategies for implementing this idea for consideration.

Incentives/Funding: Specific funding needs will be determined by the working group.

Time frame: Form working group within nine months.

V. Immediate Stabilization & Continuing Operations—Develop funding mechanisms for support for immediate stabilization & encourage continuity of operations plans for historic preservation, archaeological and cultural resource organizations.

a.) A loan fund to provide prompt support to help stabilize historic preservation, archaeological and cultural resources is very often critical to ensuring their continued existence. Provision could be made that the loan could be forgiven, under very specific circumstances. There are few, if any, such resources in place

before a disaster so that prompt action can be taken. State and Tribal Historic Preservation Offices could play an important role in the administration of any such fund(s).

- b.) Establish a contingency fund to provide additional resources for State and Tribal Historic Preservation Offices faced with extraordinary disasters. Few if any such offices possess the resources to provide important assistance for dealing with the aftermath of a major disaster.
- c.) i.) Investigate ways to provide sufficient time and professional resources before the owner of an historic property has to decide whether or not to approve the demolition of an historic property. ii.) Encourage those responsible for producing “red tags” to indicate on them that such a designation is not a demolition order. iii.) Encourage FEMA and others dealing with pre-qualified firms that assist after a disaster to have personnel that meet SOIS qualifications.
- d.) A continuity of operations plan (COOP) is vital for most historic preservation and cultural resource organizations after a disaster. It can make the difference between staying in existence or going out of business.

Benefits: a.) A loan fund would facilitate prompt action that would save irreplaceable historic preservation and cultural resources. b.) In the aftermath of many disasters, the best source for preserving and protecting historical, archaeological and cultural resources are the State and Tribal Historic Preservation Offices and a contingency fund would help provide them with the resources to carry out their responsibilities expeditiously. c.) With sufficient time and professional expertise many historic preservation resources can be saved. d.) COOP is the responsibility of each historic preservation or cultural resource organization. Service organizations should promote COOP to their constituents.

Responsible Parties: National, regional, tribal and state historic preservation and cultural resource service organizations working with related groups and agencies.

Incentives/Funding: Loan Fund—One or more national foundations could offer a challenge grant to establish a National Historic Preservation & Cultural Resources Loan Fund. Perhaps the challenge could be matched in whole or in part by a Federal agency. A minimum of \$1 million should be sought. State and Tribal Historic Preservation Office Contingency Fund—this fund would result in the saving of irreplaceable historic preservation and cultural resources, as well as substantially reduce costs of recovery of these resources.

Time frame: Explore a cooperative effort to establish one or more loan funds and State and Tribal Historic Preservation Office contingency fund in the next 12 months. Historic preservation and cultural resource service organizations to encourage their constituent to adopt COOP plans through publications, websites, meetings, etc. as soon as possible.

VI. Review Legal Requirements to Improve Preparedness, Mitigation, Response and Recovery—Examine existing legislation and regulations governing historic preservation, archaeological and cultural resources to facilitate their preservation in the event of a disaster and make recommendations for improvements. It is important that efforts be made at the local, tribal, state and Federal levels. Some examples include, local ordinances may provide for a review process governing physical work done to historic resources. After a disaster the time needed for review can conflict with the immediate need to stabilize and protect these resources from additional damage. It is important that local requirements allow for expedited review. Consideration could be given broadening the criteria for historic preservation assets that that qualify for the National Register of Historic Places. Also, explore ways to encourage mitigation planning and implementation. One possible benefit could be expedited review of FEMA funded work after a disaster. If SHPOs and THPOs are to have some responsibility for ethnographic and cultural landscape documentation, modification to the National Historic Preservation Act might be required and additional funding provided. (See I. Critical Information & Access—Other possible initiatives, p. 6.)

Benefits: Facilitate the response and recovery of historic preservation and cultural resources.

Responsible parties: AIA, APT, NCPTT, National Trust, SHPOs, THPOs, NCSHPO, and NATHPO Heritage Emergency National Task Force form a working group to define the strategies for implementing this idea for consideration. Invite the National Alliance of Preservation Commissions to consider developing a best practices guide to share with local commissions regarding review procedures in times of an emergency.

Incentives/Funding: Specific funding needs will be determined by the working group.
Time frame: Form working group within nine months.

Conclusion

If the necessary steps are taken

- to be prepared,
- to implement measures that will mitigate damage, and
- to have in place an effective response and recovery strategy

this will not only ensure that our historic preservation, archaeological and cultural resources are better able to withstand the swift and catastrophic damage or destruction from a disaster. These will contribute to the routine measures that must be taken to prevent the slow but relentless factors that also threaten the continued availability of these resources for present and future generations.

By having a comprehensive inventory of historic preservation, archaeological and cultural resources, which includes GIS information, communities, states, tribes and private and nonprofit organizations will have a tool for better making others aware about how these resources can contribute to a region's history, culture, sense of place and economy.

Being an integral part of emergency management agencies and first-responders strategies and operations will provide these groups with additional resources, and better understanding of the importance and value of historic preservation, archaeological and cultural resources.

Mitigation measures for historic and cultural resources will serve as models and be valuable tools that other sectors can use to alleviate damage from a disaster. An excellent example is FEMA's "Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning; State and Local Mitigation Planning, How-to-Guide," while intended for a specific audience, it has many general principles and recommendations that can be applied more broadly.

Prompt and coordinated onsite response to a disaster will assist emergency management agencies and first-responders to meet their responsibilities more effectively and efficiently.

Strategies to provide procedures and funding for immediate stabilization, as well as continuity of operations plans for historic preservation and cultural resources will result in saving the historic and cultural fabric of a community and assist in its social and economic recovery.

Ultimately, the comprehensive strategy outlined above and detailed in the previous pages will benefit Federal agencies in effectively carrying out their Section 106 compliance responsibilities. Increased documentation of state and tribal historic properties will accelerate Federal agency identification and evaluation responsibilities and the inclusion of historic properties in local and State mitigation planning will reduce damage to these resources resulting in fewer future projects subject to Section 106 review.